

Meeting	Authority Meeting
Date	25 August 2021
Location	Video Conference
Title of Paper	Forensic Services Transformational Change
Presented By	Tom Nelson, Director of Forensic Services and Fiona Douglas, Head of Strategic Change
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the SPA Board with an overview of the progress of transformational change undertaken in Forensic Services over the past six months.

This paper is provided for discussion.

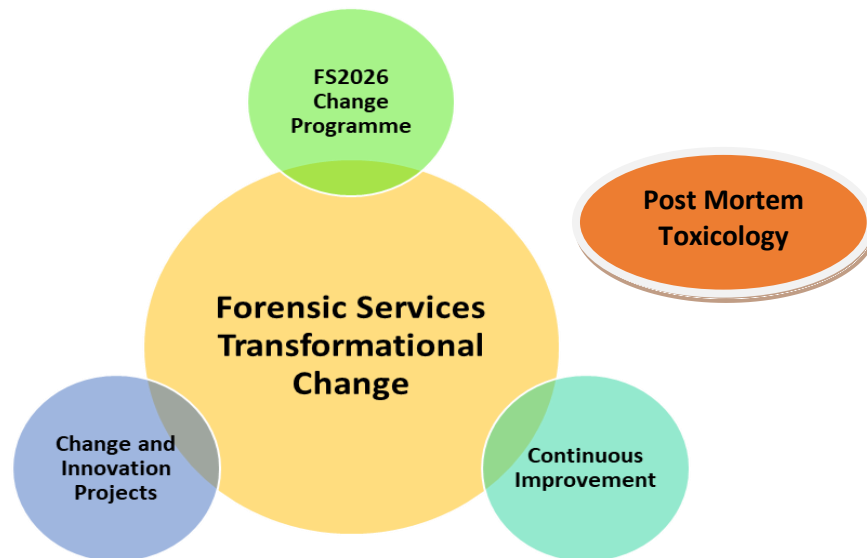
1. BACKGROUND

- 1.1. The Forensic Services 2026 Strategy (FS2026) was approved by the SPA Board in May 2018. The approval of the Strategy provided the authority to start a programme of transformational work in addition to providing alignment and direction for the business as usual plans which include continuous improvement activity
- 1.2. Delivery of FS2026 is set out in three clearly defined phases;
 - Phase 1, 2018-20: Increasing Capacity, Improving Utilisation and Demonstrating Value
 - **Phase 2, 2020-23: Transitioning to an Enhanced Operating Model and Enabling Infrastructure**
 - Phase 3, 2023-26: Investment and Innovation, introducing new forensic science technique
- 1.3. This report provides an update on transformational change activity undertaken in Forensic Services for the past six month period which is within phase 2 of the delivery plan.
- 1.4. The transformation programme builds on the current strengths of Forensic Services, driving greater value from the unique Crime-Scene-to-Court model. It aims to increase scientific excellence to continue to prevent, detect, and investigate crime. The application of science in the interpretation of evidence is at the core of the programme and the benefits that it will deliver will improve the timeliness of our service, invest in detection techniques, and track our progress to demonstrate the greater value we will deliver.
- 1.5. The programme aims are aligned with the Scottish Government's Justice Outcomes as well as the Strategic Aims of Police Scotland and the Crown Office and Procurator Fiscal Service.
- 1.6. Our people remain at the heart of our ability to deliver forensic services and the programme of change that has been developed. Investment in our people is as important as investing in technology and are a key aspect of our plans.
- 1.7. Recognising the value Forensic Science brings to the Justice Sector assists all our partners to deliver on their own outcomes - with the potential to make savings.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Forensic Services Transformational Change Portfolio

2.1.1 There are three core elements to the Forensic Services Transformational Change portfolio alongside the recent additional Post Mortem Toxicology project;



2.1.2 In order to deliver the strategic objectives set out in the Forensic 2026 strategy four core projects have been identified within the **FS2026 Change Programme**



Forensic Services Operating Model Project
To design and transition to a new operating model for Forensic Services, delivering measurable improvements in the provision of Forensic Sciences to the Justice System in Scotland



Core Operating System
To deliver a new core operating system and underpinning infrastructure for Forensic Services which will underpin the new operating model, maximising quality and efficiency across Forensic Services and the wider Justice System



Deployment of Scene Examiners
To deliver a consistent and efficient national methodology for the deployment of Forensic Services staff to scenes ensuring value, quality and effective service provision to Police Scotland and victims of crime



Access to Laboratory
To deliver a consistent and efficient national methodology to the prioritisation and approval of requests for forensic laboratory analysis ensuring efficient utilisation of available resource using best scientific value principles

2.1.5 The scope of the FS2026 Change Programme has been restricted to the critical projects that are necessary to deliver the strategic outcomes set out in Forensic 2026 and relate to the amount of available resource that can to be provided by Police Scotland to the Forensic Services Programme Management Office.

2.1.6 Over the past six months significant progress has been made on all of these core projects.

Project	Date Started	Initial BC	Full BC to FSCOM	Status	Implementation
FS Core Operating Model	Aug 19	July 20	April 21	To Resources Sept 21	Phased over 2023 - 2024
FS Core Operating System	May 20	July 21		To FSCOM date TBC	Estimated 2024 - 2025
Access to Scene Examination	Aug 20	Dec 20	April 21	To Resources Sept 21	Expected 2022 - 2023
Access to Laboratory	Aug 20	Dec 20	April 21	To Resources Sept 21	Expected 2022 - 2023

2.1.7 In April 21 The Forensic Services Committee recommended the Full Business Cases for the Operating Model, Access to Laboratory and

Scene Deployment projects to progress to the Resources Committee and these are scheduled for presentation on the 14th September 21.

2.1.8 As the Initial Business Case for the Core Operating System has developed it has been identified that there is a wider project required to consider Data Migration in Forensic Services. The Project Brief is currently being developed and this will define the scope in line with the requirements of the Core Operating System and link in to the Data Drives Digital programme within Police Scotland.

2.1.8 In addition to the transformational change activity within the FS2026 programme there are also a number of ongoing Police Scotland projects that have a material impact on Forensic Services which have also been supported during this period most notably;

- Mobile Working
- Police Scotland Core Operating System
- Digital Evidence Sharing Capability

2.1.9 As expected within a professional scientific organisation with a culture of **continuous improvement**, there are a number of Operational Improvement projects that are underway, and have been completed, which support the delivery of the FS2026 change programme.

2.1.10 In order to deliver the wider outcomes from the Forensic Services 2 year business plan there are a number of **change and innovation projects** underway within the organisation and these are managed through a refreshed internal governance structure covering Change and Innovation, ICT, People and Performance. These projects are summarised in the table below;

1	DNA Direct Submission Pilot
2	Development of a revised MOU for provision of Forensic Services
3	Development of an Accommodation strategy for Forensic Services
4	Enhancing Scene Examination Skills
5	Standardising Reports
6	Leadership & Management Development Programme

7	Development of a Wellbeing Plan and Steering Group
8	Development of a Strategic Workforce Plan for Forensic Services
9	Development of an Equality, Diversity and Inclusion Plan and Steering Group
10	Undertake a review of Continuing Professional Development
11	Improved Management Information and Dashboards
12	Change Readiness for Staff
13	Implementation of a new Time Recording System for Forensic Services
14	Scene Examination Accreditation to ISO17020
15	Scene Examination Mobile Implementation
16	Electronic access for Fingerprints Images
17	Delivery of the Drugs Strategy including enhanced intelligence
18	Integration with the Home Office Biometrics Programme

2.1.11 In July 2021 the Scottish Government announced funding to enable the transition of **post mortem toxicology** forensic services from the University of Glasgow to Forensic Services. The new unit is planned to open at the end of 2022 and will enable testing for a wide range of substances, including drugs and alcohol. This project is managed outside of the Forensic 2026 portfolio with a Head of Function from Forensic Services seconded to lead on the implementation of the new service. This is a significant project and requires support from across a range of areas within Police Scotland.

2.2 Progress on Delivery

2.2.1 During the past 6 months there has been significant progress made within the FS2026 Change Programme to progress the business cases for the four core projects to the stage where three of these are now due to be presented to the Resources Committee and SPA Board in September 21.

2.2.2 The Core Operating System Project is extremely complex and the Initial Business Case has now been approved by the Forensic

Services Programme Board. This will be presented to the Forensic Services Committee shortly for consideration. This project fits within the wider Police Scotland DDICT Programme.

2.2.3 Progress on the Core Operating System Project and newly identified Data Migration Project is now being hampered by the challenge of gaining change resource however some elements of the project can continue while the recruitment process is completed.

2.2.4 Significant progress has been made on the activity within the Forensic Services business plan and the associated change and innovation projects, in particular;

Change and Innovation Project	Summary
Change Readiness for Staff	All staff have had access to change readiness tools to support them in understanding the psychological process of change
Implementation of a new Time Recording System for Forensic Services	Phase one of the new time recording system is now complete with staff now recording their time consistently in the new system
Undertake a review of Continuing Professional Development	A comprehensive review has been completed including a benchmarking exercise with other comparable organisations. Recommendations will be taken forward in the new operating model
Scene Examination Accreditation to ISO17020	Initial visit from UKAS to the Edinburgh laboratory has highlighted a number of areas for focus and a plan to complete this work is under development
Development of a revised MOU for provision of Forensic Services	Short Life Working Group is well progressed with the development of the revised MOU and underpinning Standard Operating Procedures
Scene Examination Mobile Implementation	Mobile devices now implemented across Scene Examination alongside providing mobile Wi-Fi for all vehicles to allow more efficient access to FS systems
Leadership & Management	Management and Leadership

Development Programme	Development programme continues to be delivered and dynamically developed to meet business needs. Focus also on psychological supervision and proactive management of staff that are exposed to trauma
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2.3 Impact and Benefits Realisation

2.3.1 During this period the focus has been on the development of the business cases and this has been a detailed and thorough piece of work. Alongside this there has been significant engagement with staff and a programme of leadership and management development that ensures readiness for the change once the governance and approval processes have concluded.

2.3.2 Previous papers have demonstrated benefits realisation from the activity undertaken in phase 1 of the strategy and this provides a strong platform for the next stage of transformational change.

2.3.3 Benefits profiles within the business cases for all of the projects set out the range of benefits to be delivered associated with the proposed changes. These have been developed in conjunction with the Portfolio Assurance Team in Police Scotland.

2.3.4 The change programme will deliver transformational outcomes to Forensic Services, our partners and staff, and to the public of Scotland, this would include;



2.3.4 Much of the impact of the transformational change being delivered in Forensic Services is focused on faster delivery of results and intelligence to Police Scotland and COPFS and in particular to Local Policing. Further work is underway to quantify the benefits of these changes within the wider justice system.

2.3.5 Change and Innovation work continues outside of the formal change programme and benefits are in the process of being captured in relation to the impact of this work and a formalised mechanism of managing benefits realisation within Forensic Services is in the final stages of development.

2.4 Resourcing Position

2.4.1 The Change Programme has the following dedicated resource in the form of seconded staff from the Forensic Services;

- Forensic Services Team Managers x 3 (reduction of 1 on previous year)
- Temporary Head of Change
- Operational Backfill of 3 x Temporary Lab Assistants (reduction of 1 on previous year)

2.4.3 Change resource for the PMO is provided by Police Scotland and is funded through their revenue/reform funding allocation. There are several vacancies within the PMO that are in the process of recruitment within Police Scotland and delays within this process are a risk to delivery of the programme within the expected timescales. This risk is significant to the delivery of the Core Operating System project as continued delay with the recruitment of a Project Manager will directly impact on the timescale for implementation of the critical system.

2.5 **Communications and Engagement**

2.5.1 The approach to communications and engagement has been a key area of focus across Forensic Services throughout this period

2.5.2 In May 2019 Forensic Services undertook a Denison Cultural Performance / Readiness for Change Survey with 73% of staff responding. This survey assessed feelings of staff across 4 broad categories;

- Mission- direction, purpose and blueprint
- Consistency- systems, structures and processes
- Involvement- commitment, ownership and responsibility
- Adaptability- pattern, trends and external focus

2.5.3 The level of participation by staff indicated strongly that they are engaged, willing and care enough to want to see positive change across the organisation, the key themes for improvement centred on;

- Trust
- Communication
- Empowerment / decision making
- Training and development – talent management
- Cross functional working

2.5.4 Earlier this year a shorter 'pulse' survey was run to assess if progress was being made that was having an impact on the priority areas. This highlighted that whilst some improvement is noted there is a need to reconsider some of the planned activity and engage further with staff regarding the effectiveness of the work completed to date. The results continue to support the direction of the FS2026 programme and associated projects.

- 2.5.8 The Dension survey work has provided a benchmark of the culture of Forensic Services and this will be used to measure improvement as the programme moves into the post implementation phase.
- 2.5.6 The Operating model project is the area of change that has the biggest impact on staff within Forensic Services. During the development of the initial business case for the operating model over 120 workshops have been delivered to staff with face to face meetings with well over 70% of the organisation
- 2.5.7 Unfortunately with the COVID-19 pandemic the emphasis for communication has rightly been focused on operational activity, staff safety and our response during this challenging period. A new virtual approach to staff engagement has been developed and is working effectively.
- 2.5.8 Over the past 6 months Forensic Services has been working closely with the Trade Unions to develop and finalise the proposals for the new operating model with a particular focus on mitigating the impact on staff.

2.6 Developing the Portfolio

- 2.6.2 The focus of the change programme is fully aligned with the strategic objectives of the Forensic Services 2026 strategy and fully support the delivery of the outcomes detailed;



- 2.6.2 Over the past six months work has been undertaken to refresh the Forensic 2026 strategy and this new strategy will be presented to the SPA Board in September alongside the business cases for the new operating model, scene deployment and access to lab projects.

3. FINANCIAL IMPLICATIONS

- 3.1. There are no additional financial implications associated with this paper other than those outlined in the business cases.

4. PERSONNEL IMPLICATIONS

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4.1. There are personnel implications associated with the change programme and these are detailed fully in the business cases.

5. LEGAL IMPLICATIONS

5.1. There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1. There may be long term reputational implications associated with this paper should the Forensic Services transformational change programme not meet the expectations as set out in the Forensic 2026 Strategy.

7. SOCIAL IMPLICATIONS

7.1. There are no direct social implications associated with this paper.

8. COMMUNITY IMPACT

8.1. There may be longer term community impact implications associated with this paper should the Forensic Services transformational change programme not meet the expectations as set out in the Forensic 2026 Strategy.

9. EQUALITIES IMPLICATIONS

9.1. There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1. There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Discuss the content of this update